Leadership and Management Competencies
The Saskatchewan Public Service Vision: The Best Public Service in Canada

Our Commitment to Excellence

Dedicated to service excellence, we demonstrate innovation, collaboration and transparency, practice effective and accountable use of resources and promote engagement and leadership at all levels.

Our Core Values in Action

<table>
<thead>
<tr>
<th>To Show Respect and Integrity we:</th>
<th>To Serve Citizens we:</th>
<th>To Practice Excellence and Innovation we:</th>
<th>To Act as One Team we:</th>
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</thead>
<tbody>
<tr>
<td>▪ Speak truthfully</td>
<td>▪ Understand the needs of those we serve</td>
<td>▪ Invest in employee development</td>
<td>▪ Work collaboratively</td>
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<td>▪ Communicate clearly and consistently</td>
<td>▪ Continuously improve</td>
<td>▪ Create a supportive environment to encourage new ideas</td>
<td>▪ Speak with one voice</td>
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<td>▪ Value all opinions</td>
<td>▪ Consult and engage</td>
<td>▪ Take responsible risks</td>
<td>▪ Are supportive of one another</td>
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<td>▪ Listen to others</td>
<td>▪ Reduce barriers to access</td>
<td>▪ Strive to be the best</td>
<td>▪ Share knowledge, information and resources</td>
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<td>▪ Keep commitments</td>
<td>▪ Exceed expectations</td>
<td>▪ Celebrate success</td>
<td>▪ Are inclusive</td>
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<td>▪ Are accountable</td>
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<td></td>
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<td>▪ Consider safety in all we do</td>
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Saskatchewan Public Service  
Leadership and Management Competencies

Introduction:
The competency model is a basis for acquiring, developing and managing the Government of Saskatchewan’s talent in leadership and management. The model allows for leaders and managers at all levels of the organization to develop and demonstrate knowledge, skills and attributes in order to contribute to a dynamic and service-oriented public service.

The Leadership and Management Competencies are the foundation to achieve the Government’s strategic direction. The model is a companion to Our Commitment to Excellence:

■ To be known for a culture of diversity, respect, and integrity.
■ To consider citizens in all we do.
■ To have an innovative and refreshed workforce.
■ To work as one cohesive team.
■ To continuously improve; become more efficient; and strive for excellence through business improvement and program reviews.

This guide serves to support many workplace activities including:
1. Career growth and development;
2. Managers in the hiring process;
3. Mentor and mentee participants in the Corporate Mentorship program;
4. Employees in the development of their Work Plans (Planning for Success/In-Scope Work Planning and Review);
5. Planning for succession, talent management, etc.;
6. And many other workplace planning and development situations.
Saskatchewan Public Service
Leadership and Management Competencies

Using this model:
Effective leaders and managers in the public service help achieve the desired organizational culture – one with engaged and productive employees.

Effective leaders and managers are able to focus on the four key practices found on the outer ring of the diagram:

- People
- Direction
- Change
- Results

These practices are achieved through behaviours related to specific leadership and management competencies. Both leadership and management competencies are needed to achieve Our Commitment to Excellence and to deliver quality programs and services to the citizens of Saskatchewan.

Leadership competencies (green) are behaviours that are interpersonal in nature. Leadership is about working with people to use their potential to achieve organizational goals. Leadership is about change and impact – with or without formal authority.

Management competencies (blue) are behaviours that are administrative in nature. Management is about getting work done directly through others by using the management functions. Management is about maintaining or balancing organizational goals and priorities. Management most often involves more formal authority.
Supporting work planning:

Each competency has a continuum of development from Practitioner to Champion. At any point in a career, an employee could be at different levels within the competency’s continuum of development. The continuum of development does not represent an employee’s scope, but rather areas for targeted improvement and growth.

For example:
Within the competency of **Strategic Orientation**, an employee could be:

**Developing the practitioner skill level to:**
- Assist others as they assess their learning needs and manage and plan their development.

**As well as developing the mid-level skill to:**
- Translate high level and complex information into realistic plans for ministry and team.

**And at the champion skill level to:**
- Consult and communicate clearly and credibly with citizens and stakeholders on complex issues.
Saskatchewan Public Service
Leadership and Management Competencies

Leadership Competencies

Management Competencies

Effective Leaders & Managers

- Focus on Direction
- Focus on People
- Focus on Results
- Focus on Change

- Planning & Risk Management
- Strategic Orientation
- Innovation
- Process Management
- Accountability
- Performance Management
- Communication
- Building Organizational Community
- Personal Leadership
**Accountability**

Acts in alignment with the organization’s desired culture to achieve organizational goals. Treats others fairly and acts in an honest, trustworthy and forthright manner. Holds self and others accountable to the organization, citizens and stakeholders.

**Effective Leaders and Managers Focus on Results**

- **Practitioner**
  - Takes personal ownership in contributing to the organization.
  - Inspires others to take personal ownership.
  - Fosters a culture of personal and organizational responsibility.

- **Champion**
  - Models the values of the organization.
  - Promotes integrity in others by maintaining consistent values and performance standards.
  - Develops a culture where people hold themselves personally accountable for results.

- **Champion**
  - Acts in an ethical manner.
  - Takes personal responsibility for fulfilling own commitments and the commitments of the team.
  - Ensures resources are directed to support the organization’s desired goals and culture.

- **Champion**
  - Treats others with equally high respect and fairness regardless of who they are.
  - Strives for excellence in personal performance and coaches others to perform at their best.
  - Plays a leadership role in shaping the ethics, values and culture of the organization by consistently communicating and exemplifying them.

- **Champion**
  - Assumes responsibility for personal actions, behaviours and results.
  - Seeks and/or provides challenging assignments as learning opportunities.
  - Serves as a role model in making the tough decisions that are needed and doesn’t delay in moving forward.

- **Champion**
  - Does utmost to honour commitments made.
  - Strives for excellence in personal performance and coaches others to perform at their best.
  - Establishes expectations regarding recognition of successful performance.

- **Champion**
  - Upholds commitments of the organization.
  - Recognizes and celebrates successful individual and team outcomes.
  - Sets a climate where team and organizational achievements are recognized, rewarded and celebrated.

- **Champion**
  - Takes actions that are consistent with words (“walks the talk”).
  - Delegates both responsibility and authority to make decisions.
  - Ensures resources are directed to support the organization’s desired goals and culture.

- **Champion**
  - Holds colleagues and team members accountable for their behaviours.
  - Recognizes and celebrates successful individual and team outcomes.
  - Plays a leadership role in shaping the ethics, values and culture of the organization by consistently communicating and exemplifying them.

- **Champion**
  - Acknowledges the contributions and successes of others.
  - Sets a climate where team and organizational achievements are recognized, rewarded and celebrated.

- **Champion**
  - Inspires others to take personal ownership.
  - Takes personal responsibility for fulfilling own commitments and the commitments of the team.
  - Establishes expectations regarding recognition of successful performance.

- **Champion**
  - Develops a culture where people hold themselves personally accountable for results.
  - Ensures resources are directed to support the organization’s desired goals and culture.
Building Organizational Community

Collaborates with and respects other employees and team members. Views diversity as an opportunity and creates an environment where a diverse and inclusive workforce can thrive. Builds successful relationships by consulting with and engaging individuals, employees, teams, citizens, and stakeholders.
Communication
Fosters open communication, speaks truthfully and with one voice, listens to others and values all opinions. Communicates so that messages are clearly understood and consistent. Acts in a respectful manner to influence an outcome, impact or effect. Responds appropriately to concerns of others.
Innovation
Recognizes citizens are at the heart of improvement and innovation. Takes an innovative approach to problem solving. Continuously improves. Works to understand, engage in and implement organizational changes and technologies that improve processes, practices and outcomes. Is flexible and adaptable in meeting the changing needs and demands of stakeholders and citizens.
Personal Leadership

Demonstrates commitment to openness, honesty, inclusiveness, loyalty, high standards and quality output. Behaves consistently with personal values and beliefs. Promotes and lives appropriate social and corporate values in all interactions. Establishes and maintains personal credibility, acts with integrity, and is self-aware. Committed to personal growth and ongoing learning and development. Values well-being of self and manages a healthy work-life balance.
Strategic Orientation
Takes an active role in developing and communicating a vision for the organization. Considers broad and long-term factors when reviewing programs, planning and making decisions. Identifies patterns, connections or barriers and addresses key underlying issues. Understands the connections and interactions between elements of the whole system and understands how ministry and inter-ministry issues, programs and policies impact citizen interests and concerns. Aligns program policy with the strategic direction of government.

Effective Leaders Focus on Direction

Practitioner
- Ensures work is aligned with organizational goals.
  - Understands organizational goals, priorities and strategies and how they relate to citizens and stakeholders.
  - Prioritizes work in alignment with organization and ministry’s goals and priorities.
  - Solicits input and helps others understand how their work goals and activities relate to the organization’s vision, mission and strategic direction.
  - Sees patterns or trends when looking at information and applies concepts from other fields when analyzing situations.
  - Understands information connections required to achieve work plans.
- Contributes to strategic direction.
  - Listens and influences others to generate enthusiasm and commitment to the organization’s vision, values, mission and strategic direction.
  - Develops and implements strategies to reach branch/program/ministry goals to advance organizational priorities.
  - Provides input to help formulate corporate priorities and commits to achieving success at the team and the ministry level.
  - Translates high level and complex information into realistic plans for ministry and team.
  - Ensures that programs and services are reflective of government direction and citizen’s needs.

Champion
- Creates vision and formulates strategy with stakeholders.
  - Translates the strategic direction, including vision, mission and values into effective strategies.
  - Develops, leads and ensures meaningful communication of shared vision, values, mission and strategic direction to inspire and influence others.
  - Positions the organization to deal with emerging and long-term trends, issues and opportunities.
  - Consults and communicates clearly and credibly with widely varied audiences and stakeholders on complex issues.
  - Creates and integrates concepts that are new and different to advance direction of organization and ministry.
  - Champions the development of proactive strategies and uses strategic alliances to extend organizational and ministry impact.
Performance Management
Demonstrates initiative and resourcefulness to get things done. Keeps commitments. Provides clear direction and expectations. Acts as one team and ensures others perform in accordance with clear expectations and goals. Motivates others to achieve expected performance goals. Provides quality service to stakeholders and citizens.
Planning and Risk Management

Translates direction into means for action. Plans for and manages risk. Creates action-oriented long- and short-range plans that turn strategy into reality. Focuses on citizens and stakeholders in the planning stages. Effectively manages the necessary structure and internal and external resources required to achieve the plan.
**Process Management**

Understands the structure and culture of the organization and is able to accomplish results through the most effective channels. Manages effectively within government systems, operational policies, and a public service environment. Uses human resources policies and processes to manage workforce.

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**Practitioner**

**Operates effectively within public service systems and processes.**
- Demonstrates a thorough understanding of structures and processes within own work group.
- Develops and uses informal and formal relationships beyond own work group to get things done (i.e. knows who to ask for what).
- Understands government policy-making and legislative processes and one’s own operational role.
- Manages budgets at a program or project level.
- Has basic knowledge of human resources policies, practices and agreements.
- Operates within safety and working guidelines established for employee health and well-being.
- Ensures policies and processes are up-to-date and most efficient.

**Champion**

**Understands organizational systems and manages within organizational realities.**
- Recognizes and uses corporate culture, governmental process and underlying knowledge to produce the best result.
- Manages team, project or branch level budgets on a daily basis.
- Manages expenditures and revenues, ensuring established procedures, checks and balances are employed.
- Plays an active role in establishing ministry-level budget and forecasts.
- Able to readily interpret and apply human resources policies, practices and agreements.
- Manages within safety and working guidelines established for employee health and well-being.
- Contributes to the creation, revision or improvement of government policy and process.

**Works to improve complex organizational systems and processes.**
- Provides comprehensive policy advice, recommendations and perspectives on current organizational activities and issues.
- Fosters relationships and represents the organization at a provincial level to provide perspectives on programs, initiatives and processes.
- Manages fiscal, technological and human resources at an organizational level.
- Demonstrates an in-depth knowledge and understanding of business planning, accountability practices and systems management.
- Champions safety and ensures working guidelines are established for employee health and well-being.
- Promotes a culture of continuous improvement to ensure policies and processes are relevant and efficient.